An Analysis of Organizational Development Practices In Automobile Industries of Marathwada Region

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CHAPTER 1. INTRODUCTION

This chapter introduces the concept of Organizational Development. It also discusses various dimensions of the same. The chapter additionally carries an introduction to the objectives of the research study, statement of the research problem, hypotheses, need and significance of the study and other such basic elements of the research.

1.1 Background and Introduction

1.1.1 Background

Could the organization benefit from high employee engagement, efficiency and increased productivity? The clear answer is 'yes'. A good way to achieve these results and many other benefits is through specialized organizational development (OD).

OD is the practice of planned, systemic change in employee beliefs, attitudes, and values for individual and business growth. The goal of OD is to enable the organization to better respond and adapt to industry/market changes and technological advances. Organizations that successfully implement OD tenants often exhibit higher levels of organizational agility: they successfully manage new challenges with speed and minimal disruption.

There are some major benefits of organizational development. They are:

1. Continuous improvement
2. Better communication
3. Talent development and retention
4. Innovation of products and services
5. Higher business success

Through increased innovation and productivity, efficiency and profits increase. Costs are also reduced by minimizing employee turnover and absenteeism. As OD aligns goals and focuses on development, product/service quality and employee satisfaction increase. Shifting the culture to continuous improvement gives the company a distinct advantage in the competitive market.

Overall, the benefits of OD contribute to the long-term sustainability and success of organizations. By continuously evaluating and improving organizational effectiveness, OD

ensures that organizations remain adaptable, resilient and capable of achieving their strategic goals in a dynamic business environment.

In the backdrop of these compelling advantages of organizational development, this study investigates the antecedents and impact of organizational development with a contextual setting of automobile units from Marathwada region of Maharashtra.

1.1.2 Introduction

1.1.2.1 Definitions of organizational development

Corporate Finance Institute (2023) defines OD as:

Organizational development can be defined as a goal-based methodology used to initiate systems change in an entity. Organizational development is achieved by shifting communication processes or their support structure. The study of employee behavior allows professionals to examine and observe the work environment and predict changes that then take place to achieve healthy organizational development.

Vulpen (2023) has defined OD as:

Organizational development is a critical and science-based process that helps organizations build their ability to change and achieve greater effectiveness by developing, improving and strengthening strategies, structures and processes.

1.1.2.2 Goals of organizational development

These goals vary between organizations. In corporate companies, increasing profits is likely to be the main concern. Within charities, cultural values are of great importance. And in health services, adaptability is essential to maintain good functioning.

If there was one main goal, it would be to increase the competitiveness of the organization.

Competitiveness is the idea that each organization has unique resources and competencies that help firms win in the marketplace. It can be people (business leaders like Elon Musk or the Google team), an innovative product (SpaceX), superior service (Four Seasons Hotels) or culture (Zappos). It can also be how the organization responds to changing market demands. OD aims to develop these aspects as they can help the business win in the market.

1.1.2.3 Benefits of organizational development

Increasing productivity and efficiency brings many benefits. One of the best ways to encourage positive results in these metrics is to use a well-thought-out organizational development structure. Organizational development serves to equip the organization with the right tools so that it can adapt and respond positively (profitably!) to changes in the market. The benefits of organizational development include:

1. Continuous development

2. Increased horizontal and vertical communication
3. Employee growth
4. Improving products and services
5. Increased profit margins

Organizational development affects the bottom line in many different ways. Profits and efficiency increase as a result of increased productivity and innovation. Costs fall because the organization can better manage employee turnover and absenteeism. By aligning the entity's goals, it can fully focus on the development and quality of products and services, leading to improved customer satisfaction.

1.2 Statement of research problem

The central research problem is an analysis of organizational development practices and its impact on performance with a contextual setting of automobile industry from Marathwada region.

The research focuses on the concept of organizational development and carries a detailed examination of the same. It examines the effectiveness of the existing organizational development practices as they are applied in the automobile industry from Marathwada region.

Additionally it tries to understand the impact of organizational development practices. The key part of the research revolves around assessment of the impact of organizational development on employee performance, resource utilization and organizational performance with a contextual setting of automobile industry from Marathwada region.

1.3 Scope of present study

The central concept of the study is organizational development. The contextual setting is the automobile industries from Marathwada region.

The scope of the study extends to cover the following aspects:

1. Understanding the concept of organizational development including its antecedents
2. Evaluating the effectiveness of the existing organizational development practices
3. Assessment of impact of organizational development practices on employee performance
4. Assessment of impact of organizational development practices on resource utilization
5. Assessment of impact of organizational development practices on organizational performance

Suggestions for improvement also fall under the scope of this research.

1.4 Research Objectives

Following objectives for the research have been set:

1. To study the major determinants of OD,
2. To assess effectiveness of existing OD practices,
3. To evaluate the impact of existing OD practices on employee performance,
4. To assess the impact of existing OD practices on resource utilization, and
5. To measure the impact of existing OD practices, employee performance, and resource utilization on organizational performance

1.5 Hypotheses for the study

To translate these objectives into actionable research following hypotheses were set:

Ho1: The determinants of OD are visible in the organizations

Ha1: The determinants of OD are not visible in the organizations

Ho2: Existing OD practices are effective

Ha2: Existing OD practices are ineffective

Ho3: There is no impact of existing OD practices on employee performance

Ha3: There is an impact of existing OD practices on employee performance

Ho4: There is no impact of existing OD practices on resource utilization

Ha4: There is an impact of existing OD practices on resource utilization

Ho5: There is no impact of existing OD practices, employee performance, and resource utilization on organizational performance

Ha5: There is an impact of existing OD practices, employee performance, and resource utilization on organizational performance

1.6 Definitions of key concepts (operational definitions)

Organizational development practices

These include practices related to values, collaboration within the organization, self-awareness amongst the employees, employee empowerment, and others.

Determinants of OD

They include effective leadership, innovation, effective communication channels, inter-functional coordination amongst others.

Effectiveness of OD practices

Effectiveness of OD practices has been measured through indicators like vibrant values of the organization, visibility of team-work and collaboration, clarity on roles and responsibilities, employee engagement and empowerment and other such indicators.

Employee performance

This has been measured on ten parameters including efficiency and effectiveness in performance.

Resource utilization

Effective utilization of resources include indicators like optimum utilization, flexibility, ease in scaling-up when required, control of wastage and others.

Organizational performance

Organizational performance has been measured on various key parameters like income, profits, market share, number of employees and others.

1.7 Need and Significance of study

Automobile industry is one of the major contributors to the Indian GDP. It is also a leading sector providing employment to a large number of people. A sizable auxiliary manufacturing and other units are dependent on the automobile industry. At the same time there is stiff competition in the industry which calls for timely changes in the organization to respond to the challenges posed by the competitors. In order to facilitate this change organizational development is the key. Organizational development is a change enabler and it can lead to positive responses to the changing dynamics of the environment in which the industry operates. Therefore an in-depth study is required to understand both the antecedents and precedents of organizational development. The antecedents are in the form of major determinants of organizational development which need to be known and assessed for their visibility in the automobile units. Going forward, it is also of significance of evaluating the impact of organizational development on variables like employee performance, resource utilization, and organizational performance. Organizational development is a catalyst of organizational change and is an indicator of the flexibility of the organization. This study, thus, envisages a comprehensive assessment of organizational development that includes on one hand a study of its determinants and also its impact on variables like employee performance. In this era of stiff competition, only those units who have a well-placed organizational development strategy will survive, while others will get displaced sooner or later. Therefore, it is important to carry a robust assessment of organizational development and ascertain its impact.

Thus, the research is expected to contribute by way of generation of valuable new knowledge which would be of relevance and significance to both academia and the industry.

1.8 Research Methodology

1.8.1 Nature of the study

1.8.1.1 Type of Research

The study adopted a mixed-method combining qualitative and quantitative research. Since most of the primary data is in the respondents' opinions and views, the essential nature of the data used is qualitative. However, due level of quantification has been used in the study to reach objective and measurable conclusions. The research's main objective was to analyze the organizational development practices and its impact. Notwithstanding the use of a reasonable number of quantitative measures, including some advanced ones, it has to be kept in mind that the quantitative results are more directional than precise.

1.8.1.2 Research evidence

An empirical approach was adopted. Both primary and secondary data were extensively used. Primary data was gathered through a survey of employees working in automobile industry from Marathwada.

Secondary data was sourced from the latest research and has been duly cited.

1.8.1.3 Research Variables, modeling, and relationships to be investigated

Research variables (Independent):

1. Determinants of OD practices
2. Existing OD practices
3. Employee performance (w.r.t. organizational performance)
4. Resource utilization (w.r.t. organizational performance)

Research variables (Dependent):

5. Employee performance (w.r.t. existing OD practices)
6. Resource utilization (w.r.t. existing OD practices)
7. Organizational performance (w.r.t. existing OD practices)

1.8.2 Primary data collection scheme

Primary data was gathered through a survey of employees working in automobile units from Marathwada.

The Proforma of the questionnaire is given at the end of the thesis in an annexure. These were administered through and Google Forms.

1.8.3 Method set for testing of Hypotheses

The steps designed for testing the hypotheses are outlined below:

- Survey questionnaires were designed to collect primary data in order to test the hypothesis as stated earlier
- The questionnaire was divided into five sections. Each section had ten questions/statements.
- Responses to these questions were taken on 5-point Likert scale of agree/disagree.

- Weights of 2 were used to value extreme (strongly) responses and distinguish them from moderate (somewhat) responses
- Average agreement/disagreement score for each of the sections was calculated for all the 10 sub-responses under each of them for the respondents
- First two hypotheses, H1 & H2 were tested using a t-test, by comparing the average agreement/disagreement scores (average of 10 sub-responses) with a hypothesized population mean of 50% agreement/disagreement, connoting an event by chance
- A t-test was used since the standard deviation of the population was unknown
- For the 3rd and 4th hypothesis linear regression analysis was used taking existing OD practices as an independent variable and employee performance, and utilization of resources as the dependent variable
- In case of the 5th hypothesis, multiple regression analysis was used taking organizational performance as the dependent variable, and organizational development practices, employee performance, and resource utilization as independent variables
- Responses were valued as 0 for Cannot say, 1 for Somewhat agree, 2 for Strongly agree, -1 for Somewhat disagree, and -2 for Strongly disagree and were averaged for each section using these values
- P-values were calculated and the null hypotheses were checked for rejection or non-rejection at 95% confidence level.

1.8.4 Population and Sample

1.8.4.1 Population and sample sizes

Considering the fact that there are companies like Bajaj Auto Ltd., in Marathwada, it was easily estimated that the population of employees in all these companies would be a large one, that is, more than 20,000.

Sample Size

At a 95% confidence level and 5% confidence interval as per standard sample size tables like Krejcie and Morgan (1970), the sample size for a population of 20,000 employees works out to be 377. This was rounded off to 400 to take care of sampling errors and for convenience in calculations. (The sample size doesn't change much for population sizes in excess of 20,000).

1.8.6.2 Method of Sampling

The nature of the research being social, the demand for accurate quantitative analysis was not there. Convenience sampling method was used. Additionally the respondents' selection was made based on judgment, where the possibility of getting the responses was relatively higher.

Judgmental sampling is a non-probability sampling technique where the researcher selected respondents to be sampled based on their knowledge and professional judgment. This type of sampling technique is also known as purposive sampling and authoritative sampling. The name of the respondent and that of the company was not recorded for ensuring confidentiality.

1.8.5 Validity and Reliability of the instruments used for the research

The instruments' validity was confirmed with the help of the guide and other experts in the field.

Reliability was ascertained by performing the Cronbach's Alpha tests for sections of the questionnaires separately and in aggregate.

Table 1.1: Reliability test of the survey instrument(s)

Sr. No.	Section of the instrument	Cronbach's Alpha
1	Section I	0.941
2	Section II	0.965
3	Section III	0.909
4	Section IV	0.909
5	Section V	0.908
6	Entire questionnaire	0.962

Since the Cronbach's Alpha was found to be more than 0.70, the questionnaire was considered as reliable.

CHAPTER 2. REVIEW OF LITERATURE

This chapter carries a review of literature related to the research topic. The chapter ends up by identifying the gap in the existing literature.

Review of the literature

1. Burke (2022) posits that organizational development (OD) is a process of planned change that involves the entire organization with a particular focus on organizational culture and leadership. OD has a dual purpose: firstly, to help the leadership and management of the organization address a specific need for change, such as dealing with new technologies if the business is confronted with competition in the field, providing services more efficiently if involved in the world of healthcare, reducing bureaucracy in the case of a government institution, improving food and service quality in the case of a restaurant chain, or ensuring increased safety and fairness in law enforcement in the legal system, to name a few examples. The second purpose of OD is to change the organization in the direction of increased involvement of organizational members in decision-making that directly affects them in their daily work. This second purpose helps strengthen organizational members' commitment to the first purpose. OD is based on open system theory and a specific set of values. In terms of theory, we start with the organization's external environment, such as its competition, and its impact, input, on the organization, the consequences of this impact on the organization, throughput, followed by what management does when dealing with competitors, output by completing the theoretical cycle input-throughput- exit, followed by continuation of the cycle. With regard to values, emphasis is placed on humanism, participation, cooperation, growth and development. The OD practitioner intervenes in the organization with suggestions for the involvement of organizational members, but most of the practitioner's working time is devoted to diagnosis and providing management feedback.
2. Afzalur Rahim (2002) state that organizational conflict management includes diagnosis and intervention in affective and substantive conflicts at the interpersonal, intragroup, and intergroup levels and the styles (strategies) used to resolve these conflicts. The diagnosis should indicate whether and what type of intervention is needed. In general, the intervention is designed to (a) achieve and maintain a

moderate amount of substantive conflict in non-routine tasks at various levels, (b) to reduce affective conflict at all levels, and (c) to enable organizational members to select and use appropriate coping styles conflicts in order to be able to effectively solve different situations. Organizational development and effectiveness can be enhanced through appropriate diagnosis and process and structural interventions in conflict.

3. Fry et al. (2005) observe that spiritual leadership theory (SLT) is a causal leadership theory for organizational transformation designed to create an intrinsically motivated, learning organization. Spiritual leadership includes the values, attitudes, and behaviors needed to intrinsically motivate oneself and others to have a sense of spiritual survival through vocation and membership—that is, they experience meaning in their lives, have a sense of change, and feel understood and valued. The effect of spiritual leadership in establishing this sense of leader-follower spiritual survival is to create value congruence across the strategic, empowered team, and individual levels to ultimately promote higher levels of organizational commitment, productivity, and employee well-being. The primary purpose of this research is to test the SLT causal model that hypothesizes positive relationships between qualities of spiritual leadership, spiritual survival, and organizational productivity and deployment using longitudinal data from the newly established Apache Longbow attack helicopter at Ft. Hood, Texas. Results provide strong initial support for SLT and its measures. A methodology was developed to form the basis for future interventions in organizational development, as well as an action program for future research on spiritual leadership in general and military training and development in particular. We conclude that spiritual leadership theory offers promise as a springboard for a new paradigm for leadership theory, research, and practice given that it (1) incorporates and extends transformational and charismatic theories, as well as ethics and values-based theories (e.g. .and servant leadership) and (2) avoids the pitfalls of misspecifying the measurement model.
4. Porras and Robertson (1992) provide a comprehensive overview of theory, practice and research in the field of organizational development. An organizational theoretical framework is presented. The theoretical basis of the field is analyzed. Implementation theory differs from process theory of change, and each is summarized and critiqued. Various organizational development interventions are described, organized into four categories drawn from the theoretical framework. Findings from nearly 50 published

evaluations of organizational development interventions are aggregated and used to evaluate predictions derived from the theoretical framework.

5. Margulies & Raia (1972) have in their book focused on the current state of organizational development. The five parts into which the book is divided are as follows: Part One - Introduction (Organization Development in Perspective - Nature, Values, Process and Technology of Organization Development); Part Two - Components of Organizational Development (Key Elements of Organizational Development - Planned Change, Organizational Learning, Consultation and Selected Literature); Part Three - Organizational Development Process and Technology (Data Collection - Data Collection, Nature of Data, Techniques, Method Selection, Selected Readings; Diagnostic Phase - Diagnosis, Selected Readings; System Interventions - Planned Interventions, Conflict and Conflict Resolution, and Selected Readings, Laboratory method and selected readings, team development and selected readings, intergroup building and selected readings, and other interventions and selected readings); Part Four – Emerging Problems in Organizational Development (Problems and Challenges in Organizational Development – Need for Professionalism, Use of Sensitivity Training, Use of External and Internal Consultants, Excessive Emphasis on Personality-Cultural Changes, Restrictions on Hierarchical Systems and Selected Readings); and Part Five – Organizational Development Case Studies (Organizational Development Practice – Some Conditions of Success and Failure) (DB).
6. Basadur et al. (2012) examine the need for organizations to develop more creative ways of thinking and behaving in order to succeed in a turbulent world. Organizational development (OD) is a broad, loosely defined field of practice and research committed to the noble goal of improving organizations and making them more effective. OD needs to be understood as an ongoing, continuous process of managing the creativity and leadership of an organization creating change, not just a program of discrete interventions and philosophical values of "what is good" for organizations. Effective OD is really about implanting and maintaining an organizational creativity system that can be learned and mainstreamed to provide continuous and intentional adaptability. OD should be understood as a process of creating changes. In order to implement specific OD interventions, change-making skills must first be acquired. Specific interventions simply follow as tools and techniques to help implement the steps of the organizational creativity process. Leaders must learn and adopt the corresponding new skills and new ways of thinking

and behaving. They must become effective agents of change in their daily work and integrate many OD concepts, values and methods into their own repertoire of skills. Team building, employee involvement, high performance system plant designs, task forces, and other OD concepts are becoming an integral part of enlightened management practice.

7. Beckhard (1969) has written a book for managers, specialists, and students of management. This book is based largely on the author's experience helping leading organizations in their planned change efforts and on the related experiences of colleagues in the field. Chapter 1 presents the background and reasons for the increased interest in organizational development and planned change. Chapter 2 defines organizational development, training and operational research. Chapter 3 summarizes and describes the types of strategies, tactics, and activities used in organizational development efforts. The next five chapters are case studies of organization-wide efforts at planned change. Each case represents a specific emphasis on a change-goal -- a change in the "culture" of the organization; in management strategy; and in the way work is organized; creative adaptation to a new environment; and changes in patterns of influence and communication. Chapter 9 analyzes the conditions and characteristics of successful and unsuccessful organizational development efforts. Chapter 10 deals with different management strategies. The last chapter looks briefly at what we can expect to be the main influences in the area of organizational improvement in the next decade.
8. Grieves (2000) state that the history of organizational development (OD) reveals a much older tradition of organizational science than conventional wisdom would suggest. In the 1960s and 1970s, OD became confident and dynamic. This period was not only highly experimental, but established the principles of OD for most of the twentieth century. At the end of the twentieth century, new images of OD emerged and much of the earlier thinking changed. This review illustrates some examples across a range of themes that have had a major impact on the OD discipline and on the wider thinking of organizational theorists and researchers.
9. Kahn (1974) examining the rapidly growing body of OD literature reveals that much of its research is redundant and without specification or validation, that the term "organizational development" itself remains scientifically undefined and therefore primarily a convenient label for various activities, and that the OD literature as a whole is autobiographical rather than organizational in focus and scope. Working to

resolve these three issues, as the author suggests, would help OD practice to be based on a more mature and applicable set of principles and practices for organizational change. The author also questions the adequacy and usefulness of the traditional dichotomy between organizational process and structure evident in the literature and discusses the reconceptualization of organizational structure that enables the clarification of key issues in the practice and theory of organizational change.

10. Schein (1969) focuses on the process by which a consultant builds readiness for organizational development (OD) programs, actually conducts training, and works with key individuals in the organization as part of the OD program. Part I details human processes in organizations—communication, functional roles of group members, group problem solving and decision making, group norms and group growth, leadership and authority, and intergroup processes. Part II moves from diagnosis to the kinds of interventions that the process consultant makes—establishing contact and defining rapport, selecting settings and methods of work, collecting data, intervening and evaluating outcomes, and disengagement. Appendices include notes on internal audit and control programs, organization, and disruption of rationality.

Research gap

Most of the literature on organizational development pertains to non-Indian nations. There is hardly any research with Indian contextual settings. Moreover, a study specializing in the automobile industry is not seen on record. These companies have a prominent role to play in the overall industrial growth of the nation, and hence it is important to understand the role of organizational development in their context.

Hence this research was undertaken to address the following research questions:

RQ1: What are the determinants of OD?

RQ2: What is the effectiveness of existing OD practices?

RQ3: What is the impact of existing OD practices on employee performance?

RQ4: What is the impact of existing OD practices on resource utilization?

RQ5: What is the impact of existing OD practices, employee performance, and resource utilization on organizational performance?

CHAPTER 3. CONCEPTUAL AND CONTEXTUAL DISCUSSION

This chapter discusses process of organizational development, organizational development theories, and organizational development intervention strategies. The chapter also carries a brief overview of the contextual setting for the study, that is, automobile industry from Marathwada.

3.1 Process of organizational development

There is a lot involved in organizational development processes. We divide the basic aspects of OD processes into seven steps. These steps describe how OD relates to HRM functions. This may seem quite familiar to you – the process is not unlike the human analysis cycle. This cycle includes problem detection, data collection, analysis, presentation and implementation of new policies.

Let's take an example to follow in these seven stages. The x-ray department in the health services includes three hospitals in the city, all operated by the same organization. For decades, the organization hired administrative staff to work at each specific hospital. However, in case of absence due to illness, there are often no staff available to cover them.

1. Awarding and conclusion of contracts
2. Diagnostics
3. Data collection and analysis
4. Feedback
5. Designing interventions
6. Leadership and change management
7. Evaluation and institutionalization of change

3.2 OD theory

Organizational development (OD) is an area of research, theory, and practice devoted to enhancing the knowledge and effectiveness of people to achieve more successful organizational change and performance.

OD is a process of continuous diagnosis, action planning, implementation and evaluation to transfer knowledge and skills to organizations to improve their ability to solve problems and manage future changes.

Key concepts of organizational development theory

Organizational climate

Defined as the mood or unique "personality" of an organization.

Organizational culture

Deep-seated norms, values, and behaviors that members share.

A common OD approach used to help organizations negotiate change, action research, consists of four steps.

3.3 OD interventions

Organizational development is complex. It's a technical field, interventions too. Based on the work of Cummings and Worley (2009), in this section we will go through 18 organizational development interventions. This list is far from exhaustive. It aims to help you better understand this vast topic and understand how OD relates to core HR functions.

A classification of OD interventions would typically include human process interventions, technostructural interventions, HRM interventions, and strategic change interventions.

3.4 Automobile companies in Marathwada

Bajaj Auto Ltd. is the leading automobile company in Marathwada. Some of the other top automobile companies in Marathwada are listed below:

1. Rucha Automobiles
2. Yashahree Automobiles
3. Varroc Automobiles
4. Endurance Automobiles
5. Shreeganesh Automobiles
6. Marathwada Auto Components
7. Badve Group
8. Sanjeev Auto

CHAPTER 4. DATA ANALYSIS AND INTERPRETATION

Data analysis was done in the form of descriptive analysis and inferential analysis. The descriptive analysis presents the profile information of the respondents. The inferential analysis using various statistical methods like t-test leads to testing of the hypotheses and its rejection or non-rejection. Also, finer data analysis was done to find some special characteristics of data.

4.1 Data analysis and interpretation scheme explained

The scheme formulated was as under:

Table 4.1: Data analysis and interpretation scheme explained

Sr. No.	Data Analysis	Expected Outcome	Interpretation
1	Visibility of key determinants of OD	Average disagreement scores for Section I of the questionnaire along with the p-value	If the mean score of the sample and the hypothesized population mean differ significantly as indicated by p-value, reject the null hypothesis, the determinants of OD are visible in the organizations.
2	Effectiveness of existing OD practices	Average disagreement scores for Section II of the questionnaire along with the p-value	If the mean score of the sample and the hypothesized population mean differ significantly as indicated by p-value, reject the null hypothesis existing OD practices are effective.
3	Employee performance	R^2 between responses of Section II and responses to Section III of questionnaire along with the p-value	If the independent variable (existing OD practices) significantly impacts the dependent variable (employee performance) as indicated by p-value, reject the null hypothesis, there is no impact of existing OD practices on employee

			performance.
4	Resource utilization	R^2 between responses of Section II and responses to Section IV of questionnaire along with the p-value	If the independent variable (existing OD practices) significantly impacts the dependent variable (resource utilization) as indicated by p-value, reject the null hypothesis, there is no impact of existing OD practices on resource utilization.
5	Organizational performance	R^2 between responses of Section II, III, & IV and responses to Section V of questionnaire along with the p-value	If the independent variables (existing OD practices, employee performance, and resource utilization) significantly impacts the dependent variable (organizational performance) as indicated by p-value, reject the null hypothesis, there is no impact of existing OD practices, employee performance & resource utilization on organizational performance

4.2 Testing of Hypothesis

Hypothesis 1

Ho1: The determinants of OD are visible in the organizations

Ha1: The determinants of OD are not visible in the organizations

This hypothesis was tested by comparing sample mean (average disagreement score) with hypothesized population mean of 50% (connoting the event by chance). The results are tabulated below:

Table 4.2: Average disagreement ratings for Section I

Statements	1	2	3	4	5	6	7	8	9	10	Total
Disagree %	85%	86%	84%	83%	88%	82%	82%	85%	86%	85%	85%

Table 4.3: Hypothesis testing – H1

Parameter	Value
Sample Mean ($\bar{x}$)	85%
SD of sample	0.96976
Hypo. population mean (μ)	50%
Ho	0.85
N	400
t-value	7.16
p-value	0.000000
Decision	Reject Null

The null hypothesis was rejected in favor of the alternate which means, the determinants of OD are not visible in the organizations.

Hypothesis 2

Ho2: Existing OD practices are effective

Ha2: Existing OD practices are ineffective

This hypothesis was tested by comparing sample mean (average disagreement score) with hypothesized population mean of 50% (connoting the event by chance). The results are tabulated below:

Table 4.4: Average disagreement ratings for Section II

Statements	1	2	3	4	5	6	7	8	9	10	Total
Disagree %	80%	84%	80%	85%	82%	81%	87%	84%	82%	85%	83%

Table 4.5: Hypothesis testing – H2

Parameter	Value
Sample Mean ($\bar{x}$)	83%
SD of sample	1.01397
Hypo. population mean (μ)	50%
Ho	0.83
N	400
t-value	6.52
p-value	0.000000

Decision	Reject Null

The null hypothesis was rejected in favor of the alternate which means, existing OD practices are ineffective.

Hypothesis 3

Ho3: There is no impact of existing OD practices on employee performance

Ha3: There is an impact of existing OD practices on employee performance

For the 3rd hypothesis regression analysis was used taking effectiveness of existing OD practices (Section II) responses as an independent variable and Employee Performance (Section III) as the dependent variable

The results are tabulated below:

Table 4.6: Regression summary results for H3

Parameter	Value
Mean OD Effectiveness	-0.932
SD OD Effectiveness	1.082
Mean Employee Performance	-0.938
SD Employee Performance	1.079
R^2	0.814
F statistic	1737.165
p-value	<0.0001
Decision	Reject Null

The null hypothesis was rejected in favor of the alternate which means, there is a negative impact of existing OD practices on employee performance.

Hypothesis 4

Ho4: There is no impact of existing OD practices on resource utilization

Ha4: There is an impact of existing OD practices on resource utilization

For the 4th hypothesis regression analysis was used taking effectiveness of existing OD practices (Section II) responses as an independent variable and Resource Utilization (Section IV) as the dependent variable

The results are tabulated below:

Table 4.7: Regression summary results for H4

Parameter	Value
Mean OD Effectiveness	-0.932
SD OD Effectiveness	1.082
Mean Resource utilization	-0.936
SD Resource utilization	1.073
R^2	0.816
F statistic	1769.851
p-value	<0.0001
Decision	Reject Null

The null hypothesis was rejected in favor of the alternate which means, there is a negative impact of existing OD practices on resource utilization.

Hypothesis 5

Ho5: There is no impact of existing OD practices, employee performance, and resource utilization on organizational performance

Ha5: There is an impact of existing OD practices, employee performance, and resource utilization on organizational performance

For the 5th hypothesis regression analysis was used taking effectiveness of existing OD practices (Section II) responses, employee performance (Section III), and Resource Utilization (Section IV) as independent variables and Organizational Performance (Section V) as the dependent variable

The results are tabulated below:

Table 4.8: Regression summary results for H5

Parameter	Value
Mean Organizational Performance	-0.957
SD Organizational Performance	1.083
R^2	0.969
F statistic	4067.108
p-value	<0.0001
Decision	Reject Null

The null hypothesis was rejected in favor of the alternate which means, there is a negative impact of existing OD practices, employee performance, and resource utilization on organizational performance.

4.3 Summary of data analyses of responses &overall interpretation

The following table summarizes key parameters and the overall interpretation:

Table 4.9: Summary of data analyses of responses &overall interpretation

Sr. No.	Data Analysis	Outcome	Interpretation
1	Visibility of key determinants of OD	Average disagreement scores for Section I of the questionnaire 85% along with the p-value <0.0001	As the mean score of the sample and the hypothesized population mean differ significantly as indicated by p-value, rejected the null hypothesis, the determinants of OD are visible in the organizations.
2	Effectiveness of existing OD practices	Average disagreement scores for Section II of the questionnaire 83% along with the p-value <0.0001	As the mean score of the sample and the hypothesized population mean differ significantly as indicated by p-value, rejected the null hypothesis existing OD practices are effective.
3	Employee performance	R^2 between responses of Section II and responses to Section III of questionnaire 0.814 along with the p-value <0.0001	As the independent variable (existing OD practices) significantly impacts the dependent variable (employee performance) as indicated by p-value, rejected the null hypothesis, there is no impact of existing OD practices on employee performance.
4	Resource utilization	R^2 between responses of Section II and responses to	As the independent variable (existing OD practices)

		Section IV of questionnaire 0.816 along with the p-value <0.0001	significantly impacts the dependent variable (resource utilization) as indicated by p-value, rejected the null hypothesis, there is no impact of existing OD practices on resource utilization.
5	Organizational performance	R^2 between responses of Section II, III, & IV and responses to Section V of questionnaire 0.969 along with the p-value <0.0001	As the independent variables (existing OD practices, employee performance, and resource utilization) significantly impacts the dependent variable (organizational performance) as indicated by p-value, rejected the null hypothesis, there is no impact of existing OD practices, employee performance & resource utilization on organizational performance.

CHAPTER 5. FINDINGS, CONCLUSIONS, AND SUGGESTIONS

This being the last chapter presents summary of the entire research including a snapshot view. It then presents key findings and the conclusions of the study. This is followed by suggestions including the suggestions for further research. Limitations of the study are also mentioned.

5.1 Research Findings

a. Findings related to profile

i. The division of respondents between the eight districts of Marathwada was – Aurangabad 290, Beed 15, Hingoli 18, Jalna 19, Latur 10, Nanded 17, Osmanabad 18, and Parbhani 13.

ii. The division of Status was 149 of Partnership Firm group; 169 for Private Limited Company group; and 82 for Public Limited Company group.

iii. The distribution of respondents Employee category was 190 of Staff group; and 210 for Workmen group.

iv. The spread of Standing of the Unit was 14 of <5 years group; 125 for 5-10 years group; 114 for 11-15 years group; and 147 for >15 years group.

v. The distribution of Number of employees was 161 of <100 group; 194 for 100-500 group; and 45 for >500 group.

vi. The division of respondents Gender of the respondent employee was 377 of Male group; and 23 for Female group.

vii. The spread of Age of respondent employee was 18 of <30 years group; 126 for 30-39 years group; 129 for 40-49 years group; and 127 for >=50 years group.

viii. The distribution of Total work experience of respondent employee was 7 of <5 years group; 146 for 5-10 years group; 120 for 10-20 years group; and 127 for >20 years group.

b. Inferential analysis

i) The average disagreement for visibility of key determinants of OD was 85% and was found to be statistically significant.

ii) The average disagreement for effectiveness of existing OD practices was 83% and was found to be statistically significant.

iii) The effectiveness of existing OD practices was found to be significantly negatively impacting employee performance with R^2 of 81.4% and the impact was found to be statistically significant.

iv) The effectiveness of existing OD practices was found to be significantly negatively impacting resource utilization with R^2 of 81.6% and the impact was found to be statistically significant.

v) The effectiveness of existing OD practices, employee performance, and resource utilization was found to be significantly negatively impacting organizational performance with R^2 of 96.9% and the impact was found to be statistically significant.

vi) Select demographic variables (status, category, standing of the unit, number of employees, age, and work experience) do not have any major impact on response patterns to the five sections of the questionnaire ($p>0.05$).

5.2 Conclusion

1. There was large-scale disagreement to visibility of key determinants of OD that included Effective leadership has driven organizational development, Innovation driving OD is highly visible, Communication channels facilitate OD, Knowledge-sharing amongst employees is highly visible, Inter-functional coordination is of a high order, Strategic management is highly effective, Quality initiatives like TQM are driving OD, Technology has been leveraged to the best possible extent, There is adequate focus on sustainability and Organizational response to changes is swift.
2. There was sizable disagreement to effectiveness of existing OD practices including Organizational values are highly vibrant, Team-work and collaboration are the key driving forces, There is clarity on roles and responsibilities, Employees feel engaged and empowered, Changes in organization are smooth and are well implemented, The business shows high agility and adaptability, Culture of continuous improvement is eminent, Processes and systems are robust, Objectives and strategies are well aligned and There is a steady growth in productivity and efficiency.
3. Existing OD practices are negatively impacting employee performance. This is concluded based on large-scale disagreement to statements - Efficiency is reflected in employee performance , Effectiveness is reflected in employee performance , Expectations of the employers are fulfilled by the employees , Team-work is an attribute of employee performance , Performance of employees has shown steady growth, Employees willingly assume more responsibilities, Employee performance has a major impact on customer satisfaction, Employees show confidence while working , Employee performance reflects high commitment and Employee performance stands in good comparison with peer units.

4. Existing OD practices are negatively impacting resource utilization. This is concluded based on large-scale disagreement to statements - Utilization of organizational resources is on an optimal scale, Utilization of resources reflects efficiency, Utilization of resources reflects effectiveness, Resources can be scaled-up easily as and when required, There is a check on wastage of resources, Resource utilization leads to quality output, Resource utilization show high levels of productivity, Resource allocation are systematic, Resources are duly maintained and Resource utilization reflects use of latest technology
5. Existing OD practices, employee performance, and resource utilization are negatively impacting organizational performance. This has been concluded based on wide disagreement to statements - Income has seen a steady rise, Profits have increased steadily, There has been a growth in market share of the organization, Number of employees have shown a steady rise, The customer base has enhanced, Existing customers are placing repeat orders, Overall performance reflects quality, Business ethics are characteristics of organizational performance, Organization has a competitive edge and Performance shows adequate care of social and environmental dimensions

Overall it can be concluded that the current OD practices in the automobile units from Marathwada are highly ineffective and they are having a negative impact on employee performance, resource utilization, and organizational performance.

5.3 Suggestions

Following suggestions are offered for improvement:

1. Drastic improvement is called for in the organizational leadership as leadership is an important determinant of OD practices.
2. Thrust on innovation has to increase so as to positively impact the overall OD ecosystem.
3. Quality initiatives like TQM should be put in place to drive OD.
4. Better leveraging of technology is called for as it offers dramatic results.
5. The organizational structure has to be made flexible so that it can respond swiftly to changes.
6. A culture of continuous improvement should be inculcated at all levels in the organizations.
7. Team-work and collaboration should be emphasized.

8. Employees need to be valued more and they should feel more engaged and empowered.
9. There should be better alignment between the goals, objectives, strategies, policies, and tactics.
10. Short-term thinking or focus should be replaced with strategic and long-term orientation for getting sustainable results.

5.4 Limitations

Limitations due to geographical location:

The current study was limited to automobile units from Marathwada.

Limitations due to sampling

Sampling is not free from limitations. Website like Money Matters, Study Lecture Notes etc. state that sampling in general has the following limitations –

a) Inadequacy of the samples.
b) Chances for bias.
c) Problems of accuracy.
d) Difficulty of getting the representative sample.
e) Untrained manpower.
f) Absence of the informants.
g) Chances of committing the errors in sampling.

5.5 Suggestions for further research

a) Similar studies can be carried for other locations.
b) Similar studies can be carried for other types of manufacturing sectors.
c) Similar studies can be carried for other types of service sector companies.
d) Comparative studies can be carried by comparing Indian research with that of other countries.

5.6 Contribution of the study

The study reveals that the visibility of the determinants of OD in the automobile units from Marathwada is on the lower side. It has also found that the existing practices of OD in the automobile units are highly ineffective. As a result the research highlights negative impact of the ineffective OD practices on key variables like employee performance, resource utilization, and organizational performance. A set of suggestions has been offered to improve OD effectiveness. Thus the study has contributed to both academics and the industry.

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